DOWNTOWN VANCOUVER:

PLANNING STRATEGIES FOR A CHANGING WORLD

A Briefing Paper

Prepared for the March 23, 1988

SYMPOSIUM ON DOWNTOWN VANCOUVER

Co-sponsors:

Vancouver City Planning Commission (VCPC)

Vancouver Planning Department

DOWNTOWN VANCOUVER:
PLANNING STRATEGIES FOR A CHANGING WORLD

A SYMPOSIUM ON THE INNER CITY
CO-SPONSORED BY THE
VANCOUVER CITY PLANNING COMMISSION (VCPC)
AND THE
VANCOUVER PLANNING DEPARTMENT

Date:	Wednesday, March 23, 1988
Time:	8:30 A.M. to 3:00 P.M.
Place:	Vancouver Vocational Institute 250 West Pender

- Opening Remarks by Chairman, Mayor Gordon Campbell
- Presentation by Ms. Kerry-Lynne D. Ferris, Chairman, VCPC and Mr. Ray Spaxman, Director of Planning
- Workshop Discussions
- Lunch at J.J.'s Lounge, the dining room of VVI
- Keynote Speaker, Dr. David Ley, Professor and Acting Head, Geography Dept., UBC
- Plenary Session
- Sum Up by Mr. Larry Beasley, Associate Director of Planning - Central Area
- Closing Remarks by Chairman, Mayor Gordon Campbell

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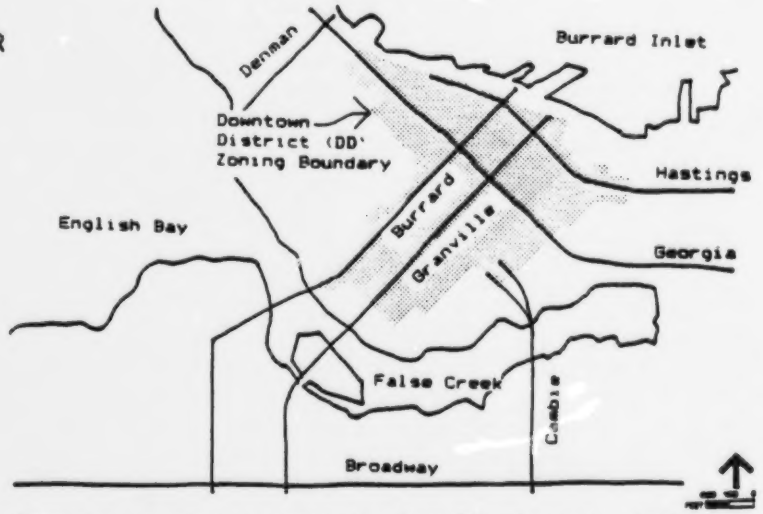
DOWNTOWN VANCOUVER



Downtown Vancouver includes the West End, Burrard waterfront, the downtown core and the rest of the downtown peninsula, Gastown, Chinatown, and the Downtown Eastside, and the areas surrounding False Creek, extending south to Central Broadway.

MANDATES

The **Vancouver City Planning Commission** is a City Council-appointed body of twelve Vancouver citizens and four elected officials which was created over fifty years ago to advise Council on planning and development issues. In 1977 it was given the added responsibility of preparing a statement of civic goals that ".... can be used to guide action for change.... that reflects the ideas and opinions of Vancouver citizens about the future of their city." The result of this mandate was the publication in 1980 of the **Goals for Vancouver.** These have since been updated through further public dialogue in 1986.

In its bylaw, the Planning Commission is also asked "to prepare and keep up-to-date a program of policies or a plan for the future of Vancouver". In 1987 Mayor Campbell asked the Commission to concentrate on long-term strategic planning for the city's future. To do this the members of the Commission are now reaching out to the experts, the leaders in their fields, the wise citizens, and the thoughtful, committed men and women to advise us in what ways we should be striving to shape our future. We thank you for your participation in the process and we keenly await your opinions, your insights, and your visions as they will be revealed in this symposium.

The **Planning Department's** mission in Downtown Vancouver is to improve the quality of life of the centre city and its diverse communities as places to work, live, shop, visit, and enjoy leisure activities and to enhance its image and role as Canada's west coast metropolitan centre. On September 1, 1987 City Council endorsed a framework for a specific Central Area Plan to renew the decade-old policies, plans, and programs which guide the downtown. We intend to continue addressing the specific problems that demand attention. At the same time, we need a comprehensive perspective and civic leadership for the thousands of individual public and private decisions through which the future unfolds. Through the Central Area Plan framework we aspire to provide both issue-oriented solutions and a larger contextual scheme.

Right now we want to clarify and understand key conditions and trends, to create a forward-looking consensus about change, and to obtain agreement on critical issues. City Council recognized a public process as integral to these tasks. We need to share our work -- to test its assumptions, to provide a forum for agreement, and to ensure that we are focussing our efforts on the challenges and opportunities most important to the future of the downtown. We depend upon receiving the valuable advice and expertise of the many downtown organizations and agencies which you represent at this symposium.

The interests of the **Planning Department** and **Planning Commission** are the same, and more importantly, they reflect the interests of the city. Our efforts are directed at providing a coherent strategy, based on wide public support and sensitive to individual and collective needs. We have joined together to sponsor this symposium to make the most of your involvement in shaping a vision for Downtown Vancouver's future.

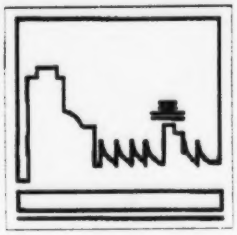
INTRODUCTION

Our work takes us back to the mid-1970s and ahead to the next century. A decade and a half ago, most of the plans, policies, and zonings which guide Downtown Vancouver were first put into place. In their time, these plans represented a dramatic shift in Vancouver's way to seeing the inner city. We are examining events which have occurred in the years since then, gaining new insights into planning goals and market realities. We are looking ahead at challenges and opportunities for the future.

We have prepared this briefing paper to share with you some of the results of our investigations thus far. We invite you to use it as a workbook. We trust that you will find the data interesting and useful, but you may also find the gaps in data significant. This briefing paper is necessarily incomplete, pointing a direction, but awaiting your participation as part of a broad public process to refine the issues and raise new questions. In the universe of all possible avenues to explore, what are the major areas of concern? What would you downplay in this package? What would you emphasize or add?

There are four sections: Commercial Activities, Housing, Transportation, and the Urban Environment. In each, a brief commentary is followed by a series of graphs and maps which directly illustrate the text. These in turn are followed by a page entitled "Other Things at Stake". Here we list a number of issues -- no less important -- but for which we have not yet undertaken significant research or analysis. Please use the space provided here to add your comments. Also, because our four areas of focus may not include yours, we have left pages at the end of the booklet for your additions as well.

This workbook should help you to prepare in detail your involvement in the discussions of the symposium. You may wish to leave your annotated version with us after the symposium as a clear statement of your interests, This choice is yours as we will be clearly documenting all the ideas that emerge through the sessions.



COMMERCIAL ACTIVITIES

Building on Special Potentials

COMMERCIAL ACTIVITIES

In the mid-1970s the rapidly increasing growth of downtown office space raised many concerns: traffic congestion, a downtown core dominated by canyons of dark office towers and deserted during evening and weekends.

The City hoped to deflect some downtown office growth to the suburbs and to foster a balance of activities -- office, shopping, housing -- both downtown and in regional town centres. To help bring this into effect, some areas of the downtown and Broadway were actually down-zoned for office development.

Since the mid-1970s the growth of downtown employees has been somewhat less than projected in the preferred scenario of 1974. But this conceals a dramatic shift from industrial to service sector employment. While the total number of downtown peninsula jobs in the decade between 1971 and 1981 increased by only ten percent, the number of office jobs increased by forty percent. The number of office towers doubled.

Today office space, providing the highest density of workers per land area, continues to be of special significance for two reasons. In land use terms, office growth affects transportation demands, the skyline, and the downtown environment. In economic terms, it is the home of most of the service sector, the region's fastest growing job creator. These two aspects of office growth, with both positive and negative aspects, constantly challenge the city to provide growth with livability.

Many types of office now grow as rapidly outside the downtown peninsula as in -- on Broadway and in Burnaby. But the region's prestige office towers have burgeoned only on the downtown peninsula, in the Georgia-Burrard area. The opportunity is to enhance this special potential, fostering here the region's prestige precinct with enough land, enough density, and appropriate environments, while at the same time replacing commercial land elsewhere downtown with land to help house the growing number of downtown employees.

Retail, too, is an important downtown influence on both the environment and economy. Trade is the region's second largest employer. To many, downtown retail is nearly synonymous with street life and vitality, safety, and diversity. But the recently renewed vigour of retail downtown has not been equally widespread. Important areas have been left out. And even where new retail investment has been strong -- infusing the downtown core with the equivalent of an entire new Oakridge Centre in the past few years alone -- it has been developed as malls and multi-level projects. Because these often turn inward away from the street and concentrate retail in fewer locations, they have raised concerns about their effects on street vitality.

Vancouver maintains a strong downtown core and a growing uptown. A bustle and variety of activity sparks the notion of a "24-hour downtown". The city's challenge is to build on our special potentials to provide both a healthy economy and a comfortable and attractive environment.

Figure 1.0

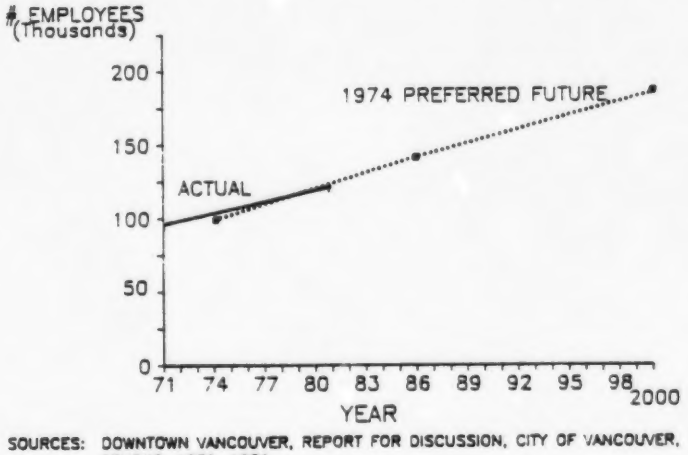


Figure 1.1

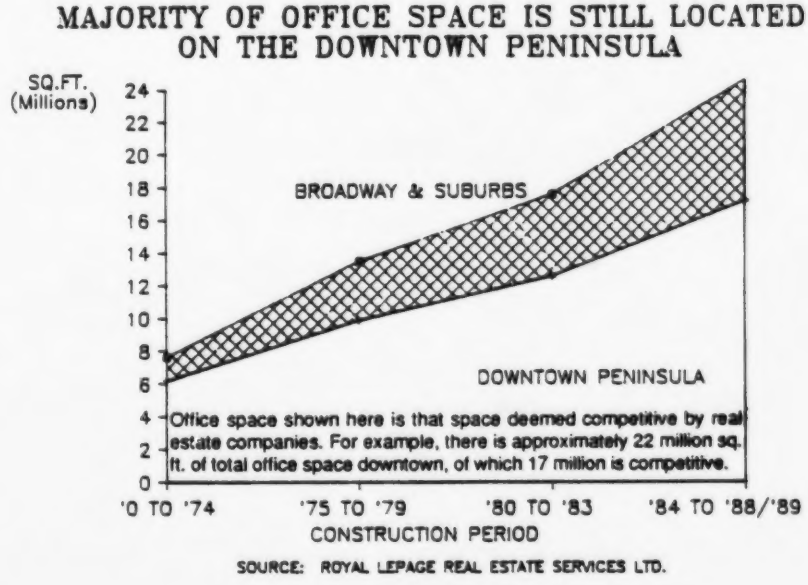


Figure 1.2

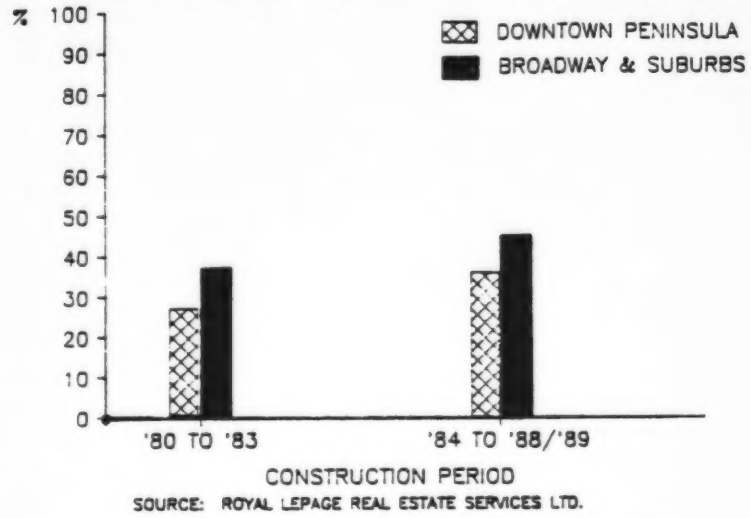
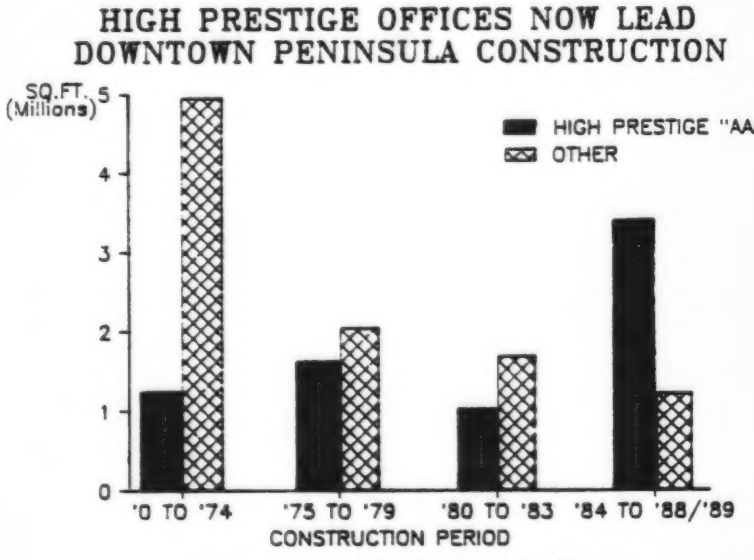


Figure 1.3



Map 1.0

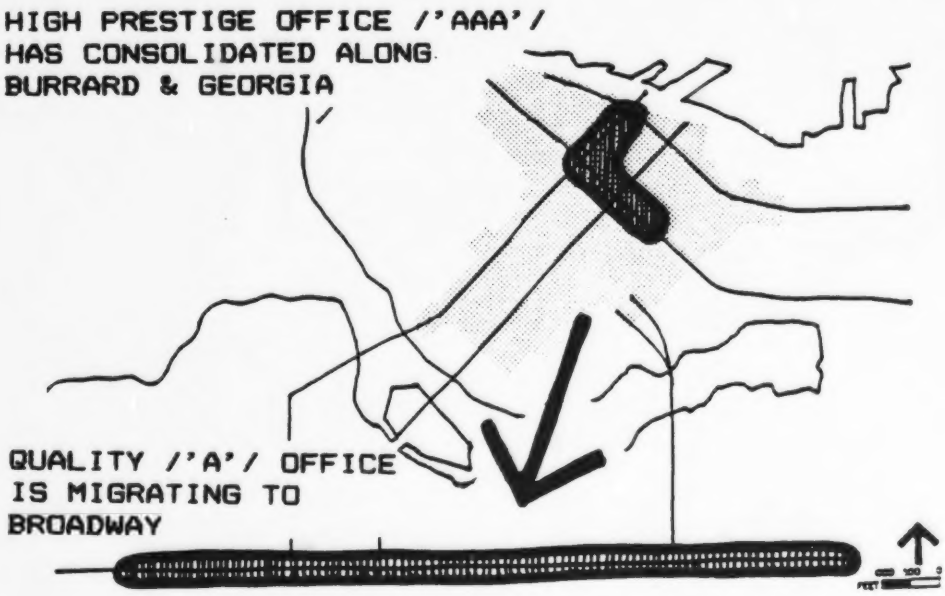
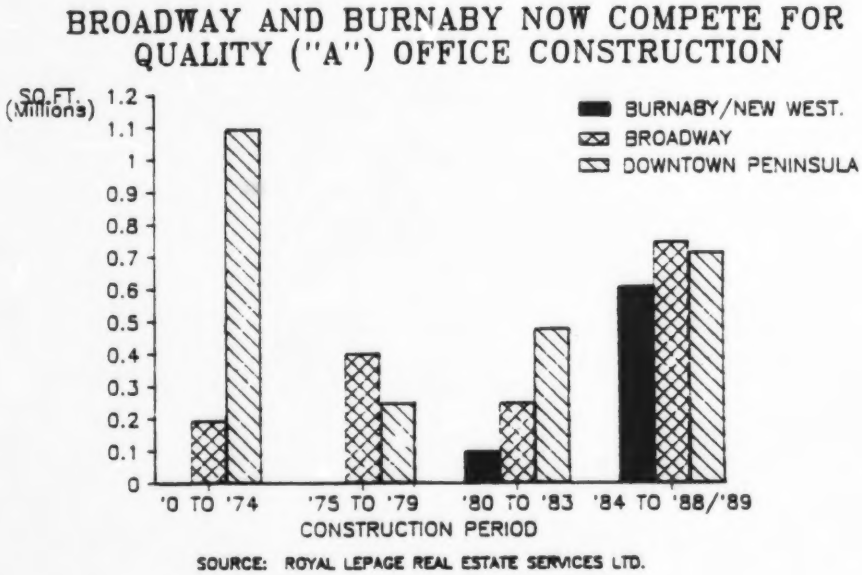


Figure 1.4



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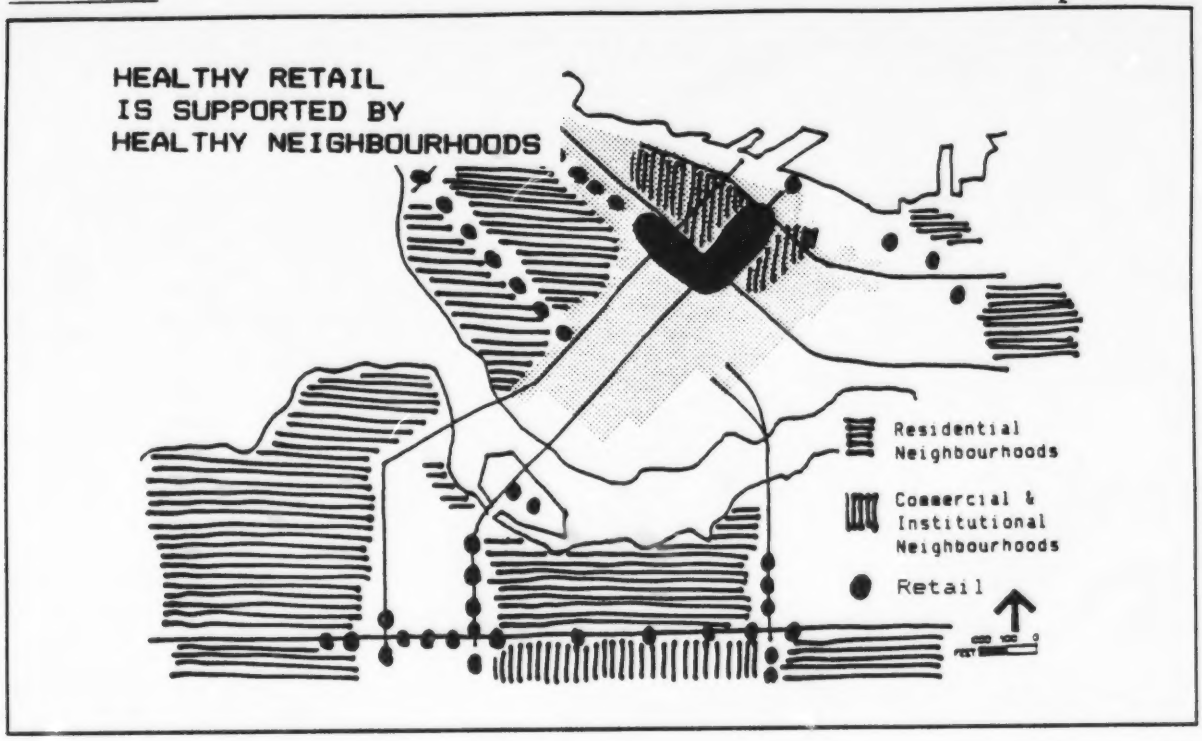
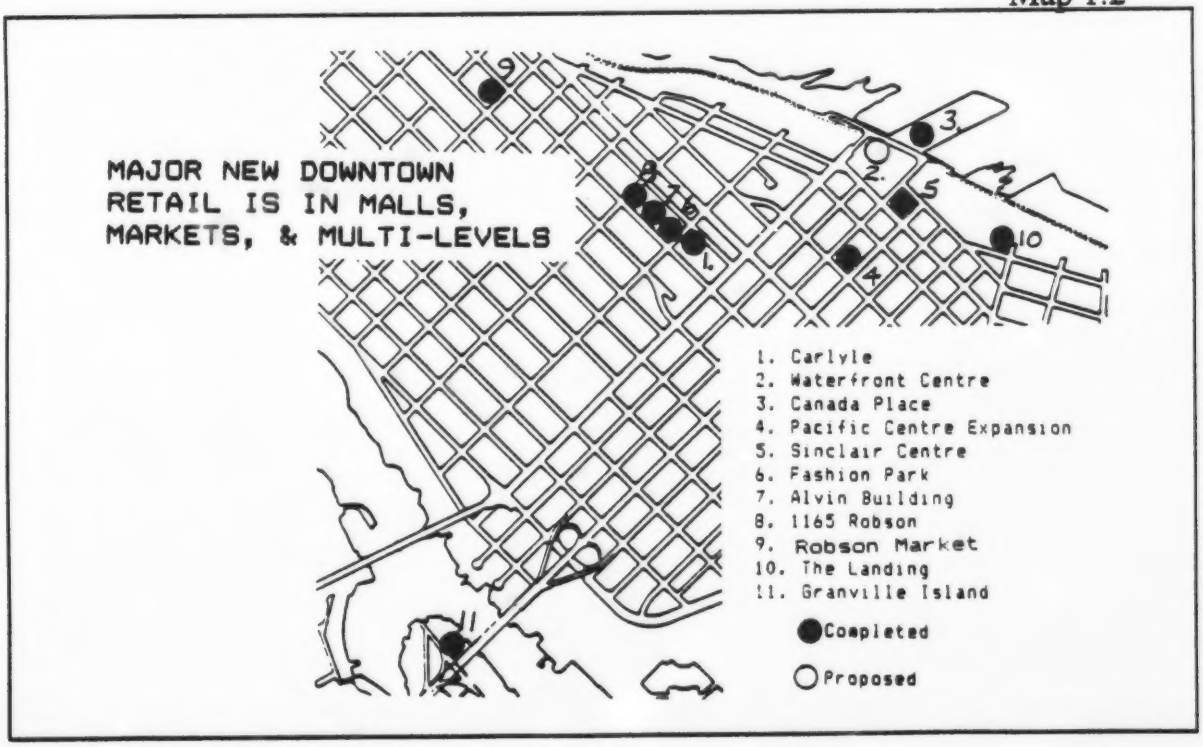
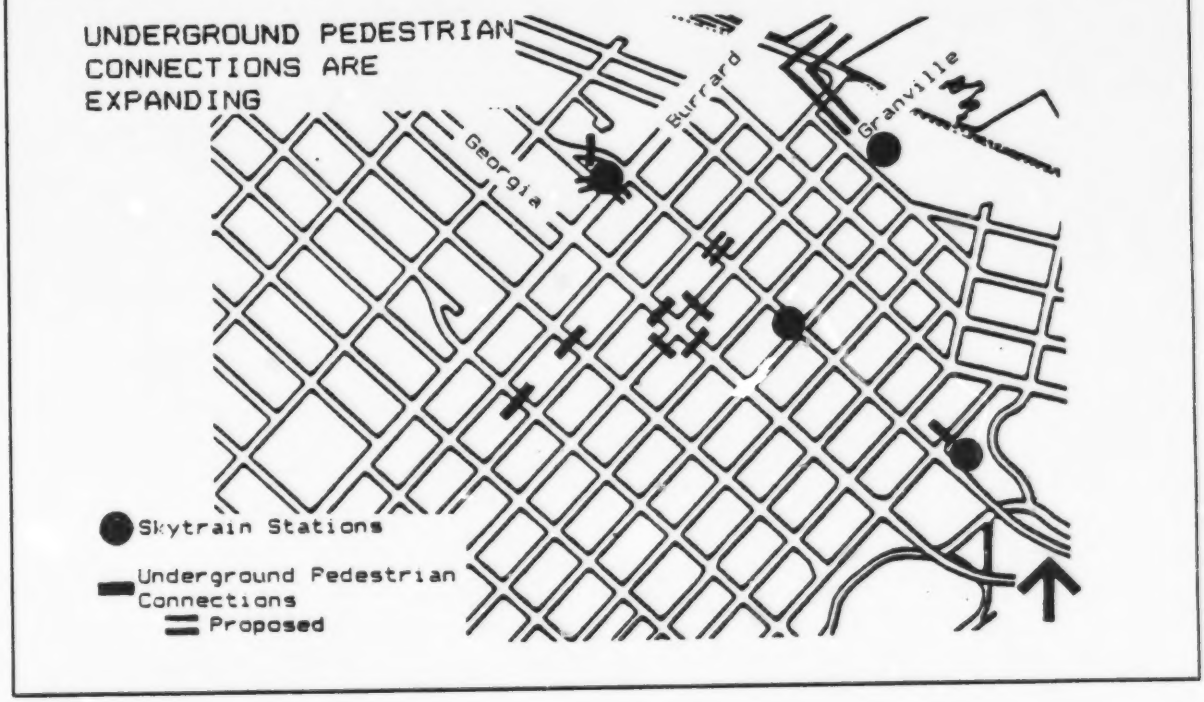

HEALTHY RETAIL
IS SUPPORTED BY
HEALTHY NEIGHBOURHOODS
Residential Neighbourhoods
Commercial & Institutional Neighbourhoods
Retail

Map 1.2


MAJOR NEW DOWNTOWN
RETAIL IS IN MALLS,
MARKETS, & MULTI-LEVELS
1. Carlyle
2. Waterfront Centre
3. Canada Place
4. Pacific Centre Expansion
5. Sinclair Centre
6. Fashion Park
7. Alvin Building
8. 1165 Robson
9. Robson Market
10. The Landing
11. Granville Island
Completed
Proposed

Map 1.3



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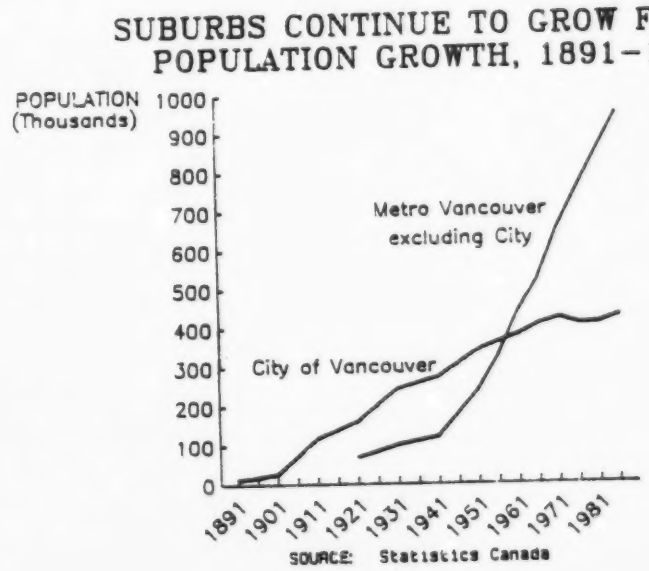


COMMERCIAL ACTIVITIES

SOME OTHER THINGS AT STAKE:

- o The Port
- o Tourism
- o Displacement of commercial activities now located outside prestige office/retail core.
- o Unemployment: rates projected to remain high in spite of continuing job creation.
- o Underemployment: increase in part-time and lower-paid positions? (The region's average weekly wage is falling.)

YOUR COMMENTS:

HOUSING

Creating New Downtown Communities

HOUSING

In the mid-1970s the City began to encourage housing throughout the inner city. New residential neighbourhoods were envisioned on the periphery, with housing atop offices in and around the downtown core. More housing was seen as essential: bringing vitality and life to downtown, providing customers to stores and services, increasing the city's supply and choice of housing, and relieving some of the redevelopment pressures threatening existing stable neighbourhoods. In addition, more downtown housing -- close to the region's largest employment concentration -- also means more people living close to work and consequently fewer demands for freeways and other costly transportation improvements.

Today, these reasons for wanting more inner city housing remain equally compelling. But since the mid-1970s, success in reaching this goal has been mixed. On the periphery of downtown new residential communities have been successfully created in South False Creek and Fairview Slopes. New housing activity has occurred in Gastown, Chinatown, and the Downtown-Eastside.

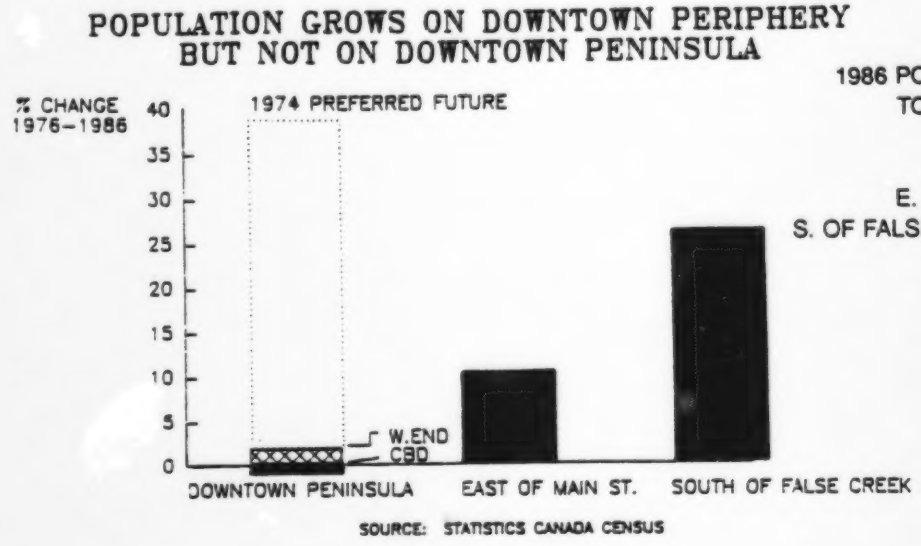
But on the downtown peninsula itself, and especially outside the West End, there has been virtually no population growth. Here, in and around the downtown core, the City's plans for mixed use housing have not materialized. With the surrounding residential neighbourhoods close to capacity, much of the promise for more housing lies on the downtown peninsula in areas seemingly hostile to residential development.

Recently a new residential strength has appeared here, challenging not only our concepts of mixed use, but also challenging Vancouver's beliefs about density. High density residential ("HDR") projects - up to twice the densities of the West End -- have been granted special rezonings to permit a density "exchange". Abandoning most commercial density, these developments have substituted residential instead. In the past four years alone the number of housing units approved has equalled the number built under the prevailing zoning for over a decade and a half. Should we continue to entertain such high densities? How do we make these densities livable? Where do we focus our energies to encourage housing or deter it? Experience now tells us that housing locates in areas of increasing residential activity and enjoys the proximity of the West End and the waterfronts, rather than mingling with major office towers.

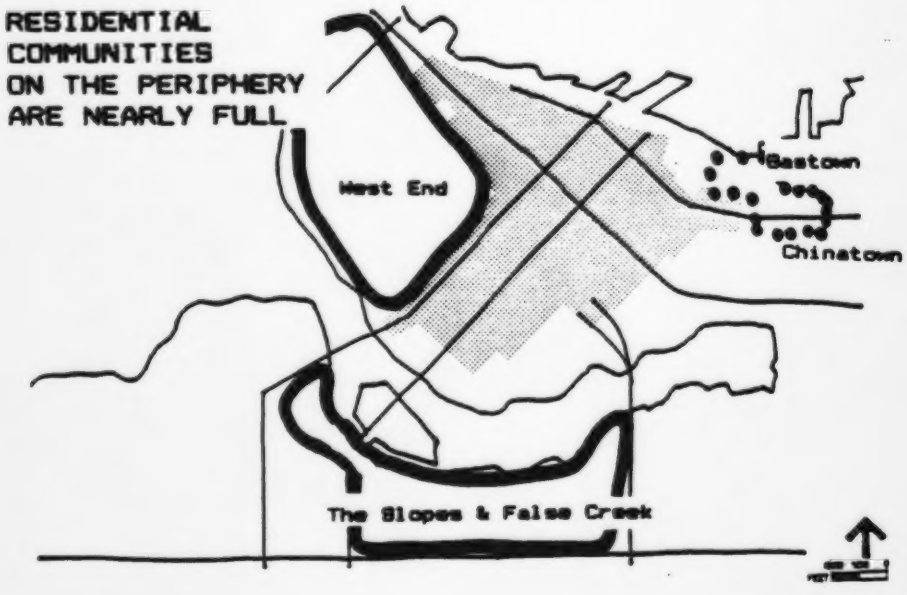
Housing "for whom" as well as "how much" is no less an issue. Downtown South "HDR" will provide some new rental housing, amid chronically tight vacancy rates and little city-wide rental housing construction. How can this be enhanced? At even lower income levels, redevelopment of all types has continued to displace lodging housing and hotel residents. Social housing construction has helped address these housing needs, and it has been an important source of housing activity in many parts of the inner city, introducing housing for families with children as well as replacing housing for singles.

An increasingly prosperous downtown office core means an increasing demand for housing. Without more housing, transportation costs increase, housing prices rise, and rundown areas remain in a backwater. Since first pursuing the goal of downtown housing just over a decade ago, experience has provided some critical insights and raised new questions. The challenge today is to bring to life livable new neighbourhoods at higher densities than before, to meet a range of housing needs.

Figure 2.0



Map 2.0



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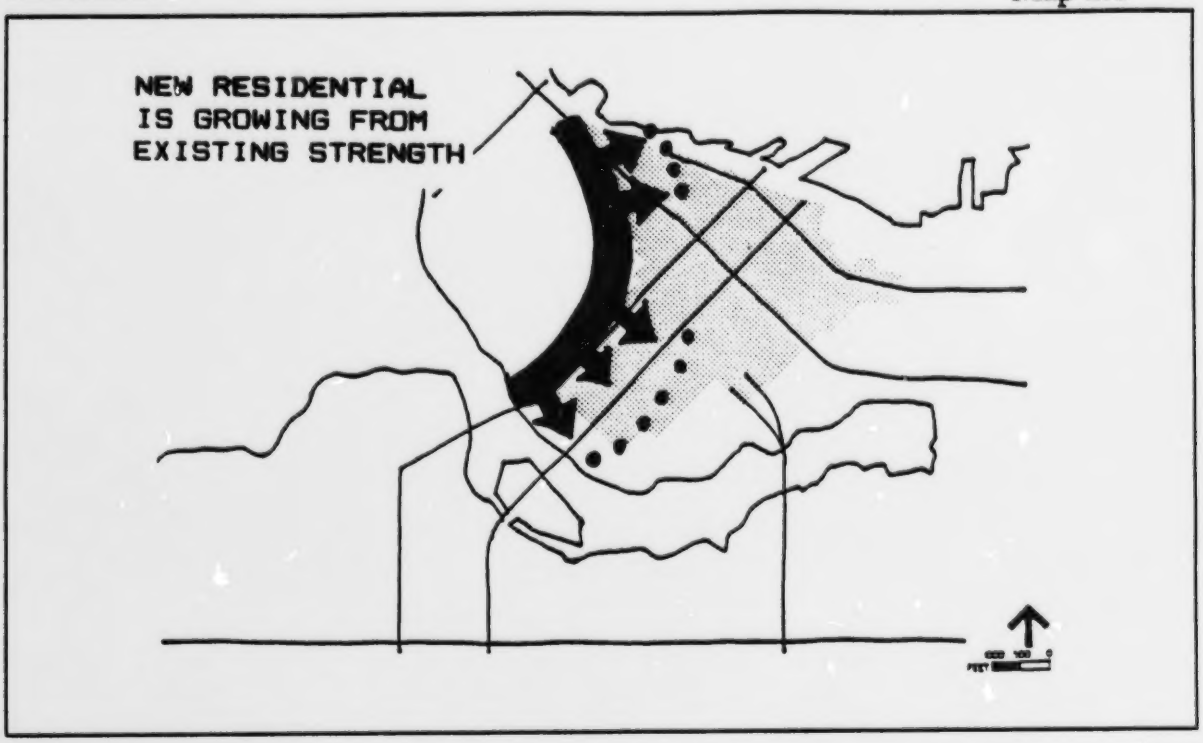

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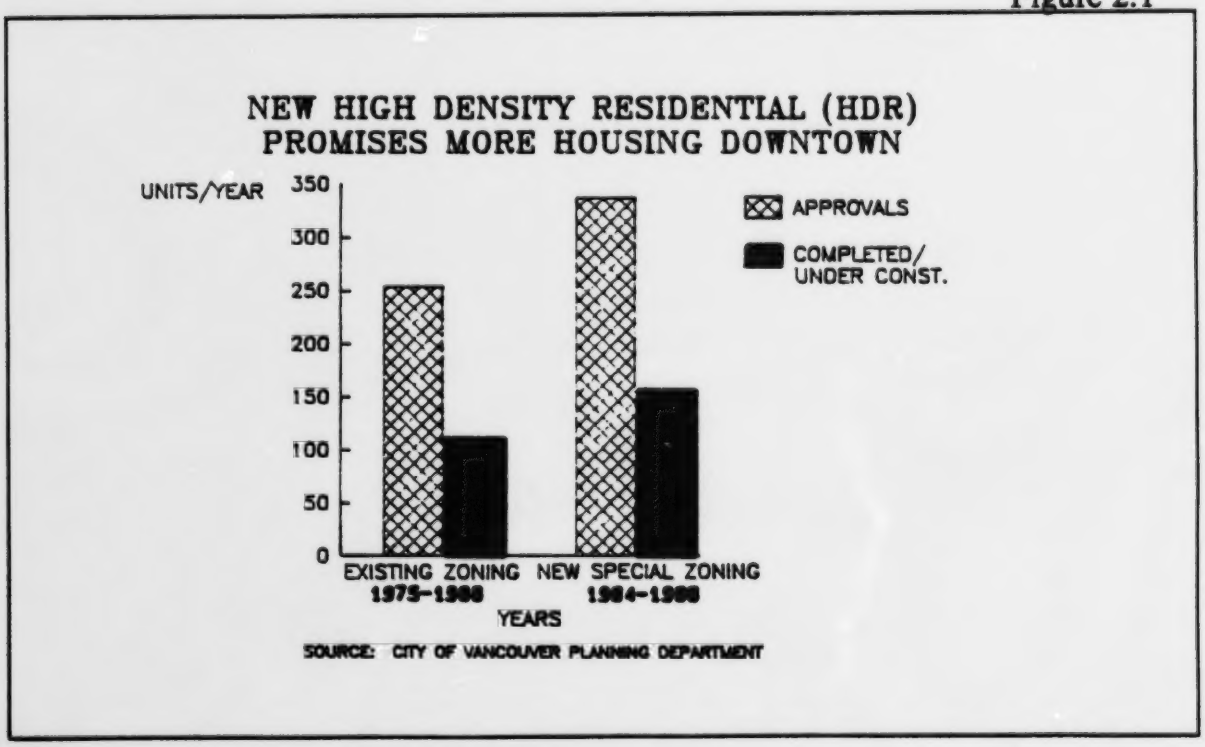
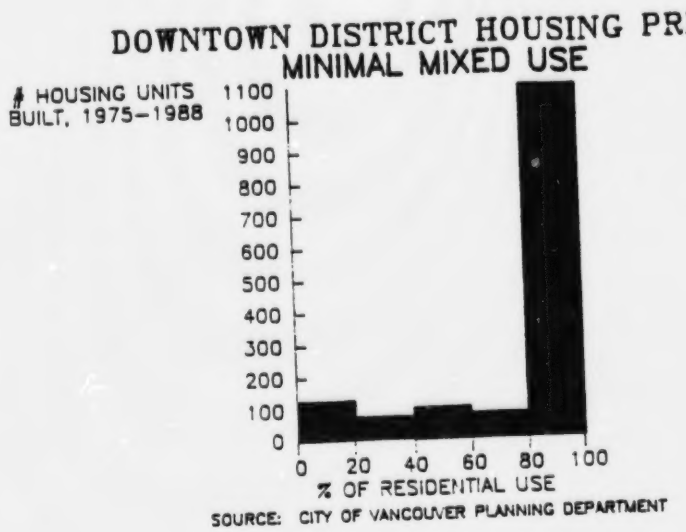


Figure 2.2



100% = All Downtown District housing constructed, 1975-88, existing zoning

Map 2.2

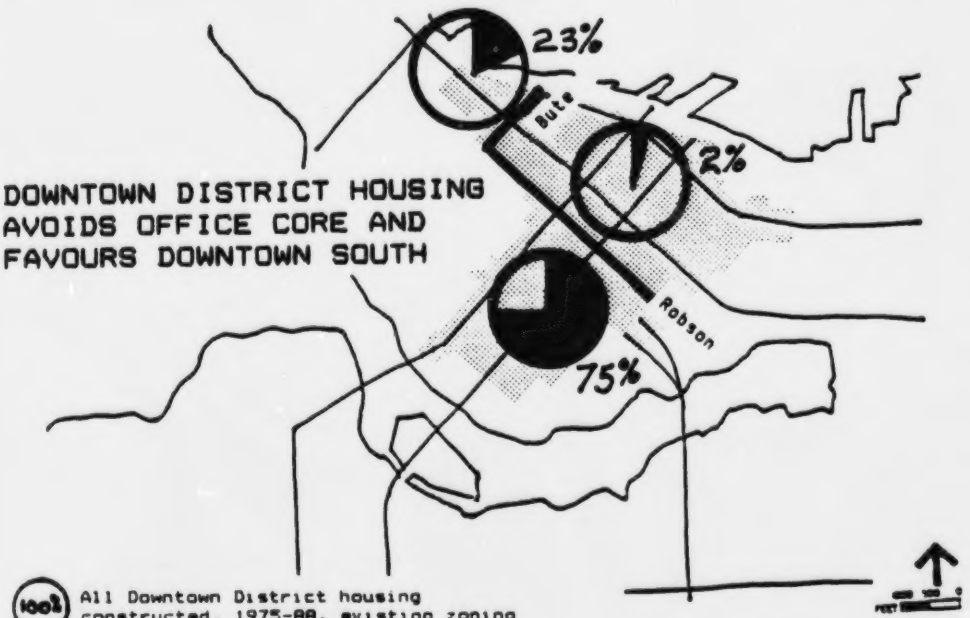


Figure 2.3

APARTMENT VACANCY RATES REMAIN TIGHT

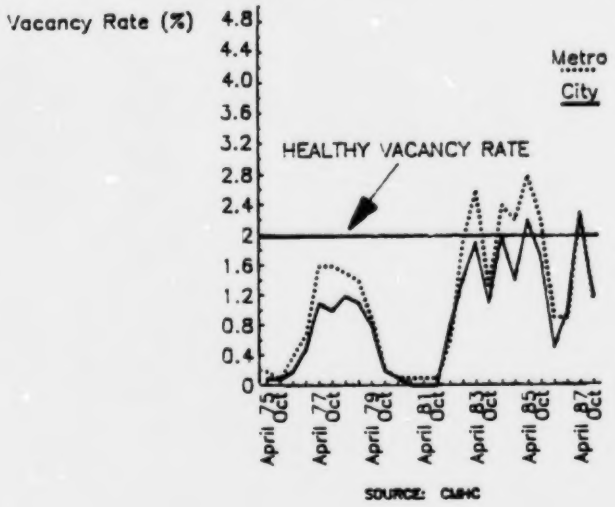


Figure 2.4

NEW DOWNTOWN HIGH DENSITY RESIDENTIAL (HDR) BOOSTS CITY'S MARKET RENTAL HOUSING PRODUCTION

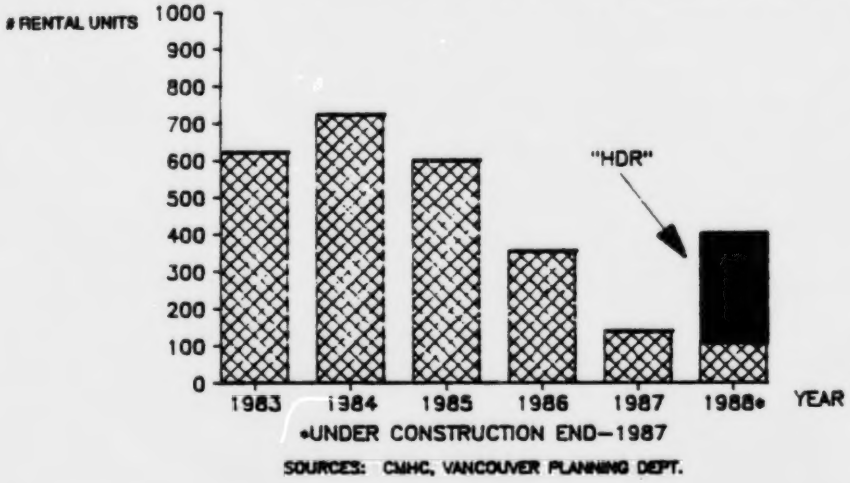


Figure 2.5

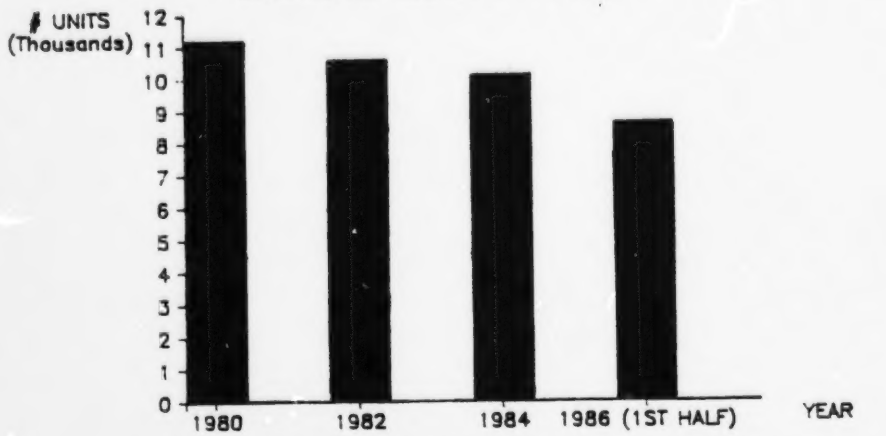
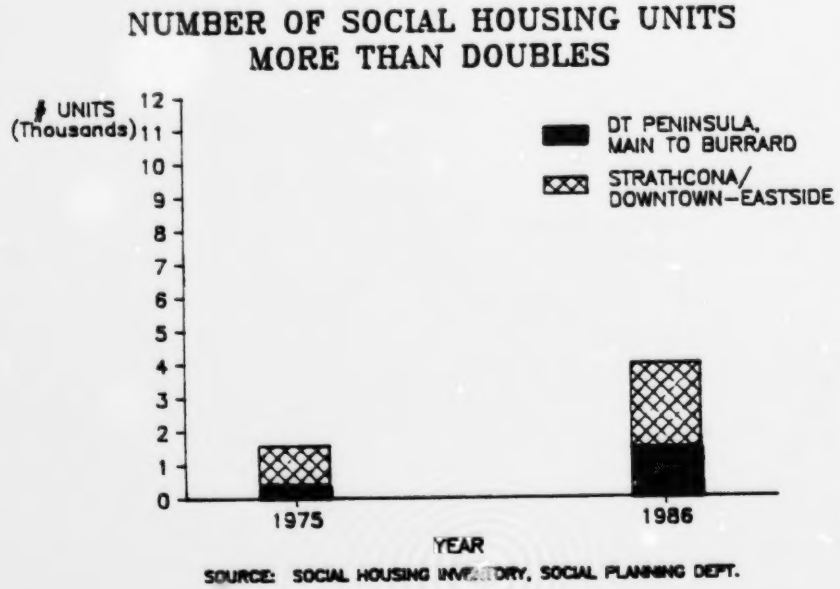


Figure 2.6



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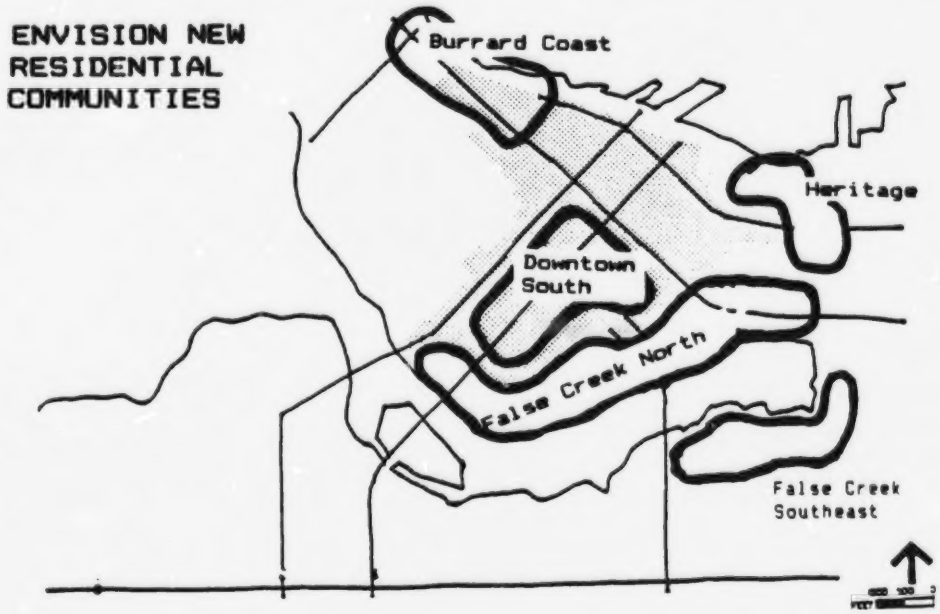

ENVISION NEW
RESIDENTIAL
COMMUNITIES
Burrard Coast
Heritage
Downtown
South
False Creek North
False Creek
Southeast

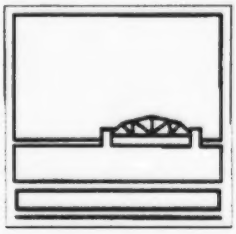
HOUSING

SOME OTHER THINGS AT STAKE:

- Parks and services for new residential populations.

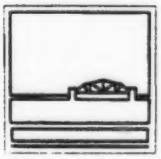
- Housing needs and targets: rental housing, low income housing, housing for families with children, housing for downtown employees.

YOUR COMMENTS:



TRANSPORTATION

Fighting the Trend



TRANSPORTATION

The goal of the mid-1970s was to increase transit use and to minimize the growth of auto traffic. Today a higher proportion of travellers into the downtown use transit. But with the increase in people working downtown has also come an increase in the number of people travelling in cars. This trend has been accentuated by a change over the past decade toward fewer riders per car.

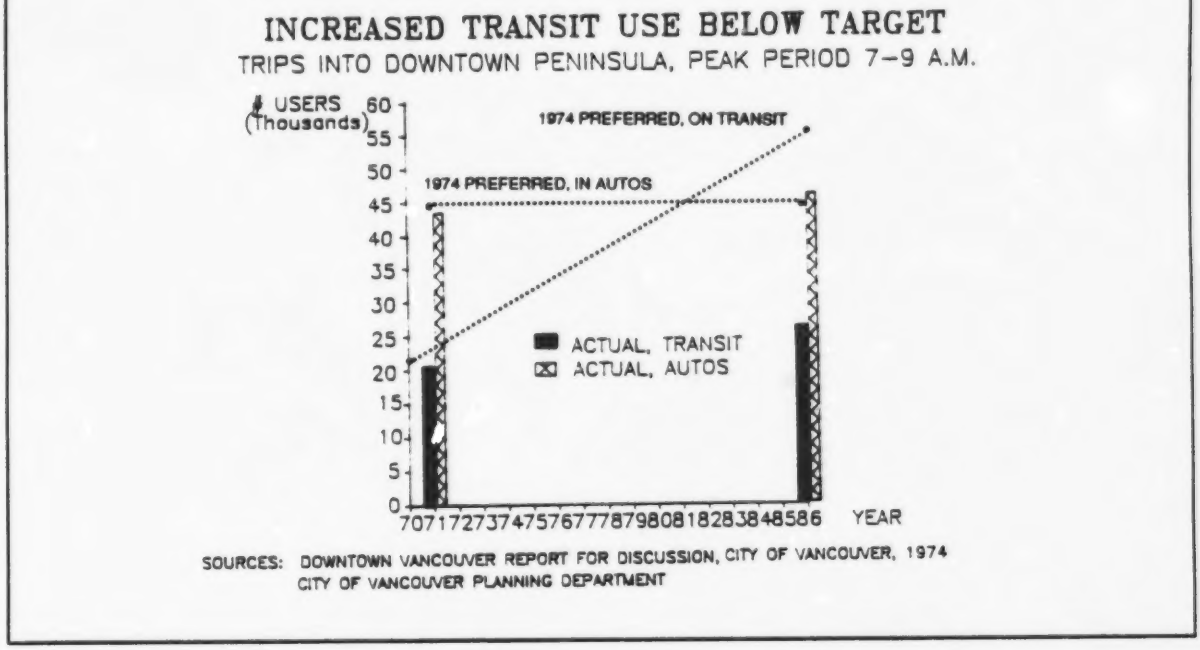
Yet, the full effect of downtown office growth on commuter traffic could soon be even more acutely felt. The growth of downtown office employment has until recently been somewhat offset by the decline in the number of downtown industrial jobs and a stable retail sector. With industrial jobs now nearly gone and retail jobs on the increase, the future growth of offices will have much more of an impact on transportation demand. It has been suggested that up to seven additional lanes of street capacity into the downtown could be required to accommodate the commuting associated with 40,000 new downtown area jobs.

The City is already reviewing two major new eastside roadway proposals -- the Grandview cut and the Port Road -- to evaluate how to best serve growing downtown employment. Even these routes, however, do not help commuters from the north shore and Richmond. Proposals to build a SkyTrain line to Richmond and to revive the once-maligned third crossing of Burrard Inlet are often suggested. All compete for public money. Major transportation improvements -- for transit as well as cars -- are costly and controversial.

This situation presents many challenges not only for the region as a whole and the neighbourhoods through which new transportation routes could pass, but for downtown streets on the receiving end of an influx of cars. How much can we expect from new downtown housing as a way to alleviate commuter demands? (A recent survey shows West Enders are four times as likely to walk to work as are other city residents.) Can we encourage an even greater proportion of people to use transit?... through more weather protection?... through more underground links to SkyTrain station?... through other measures? What about ideas and money not just for commuter transit from the suburbs, but also for new ways of moving around within the downtown core?

And, in spite of new housing and improvements for transit, more cars will enter downtown. The competition for the use of downtown streets will increase. Must downtown pedestrian environments increasingly be eroded as we provide the necessary road space for efficient traffic movement?

Figure 3.0



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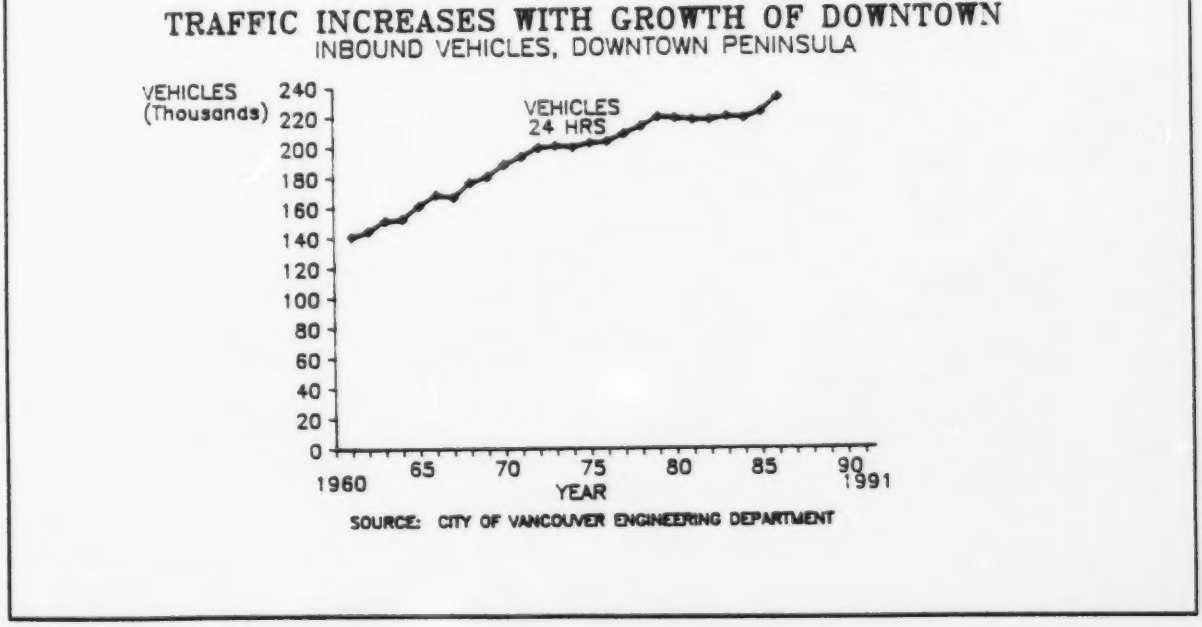
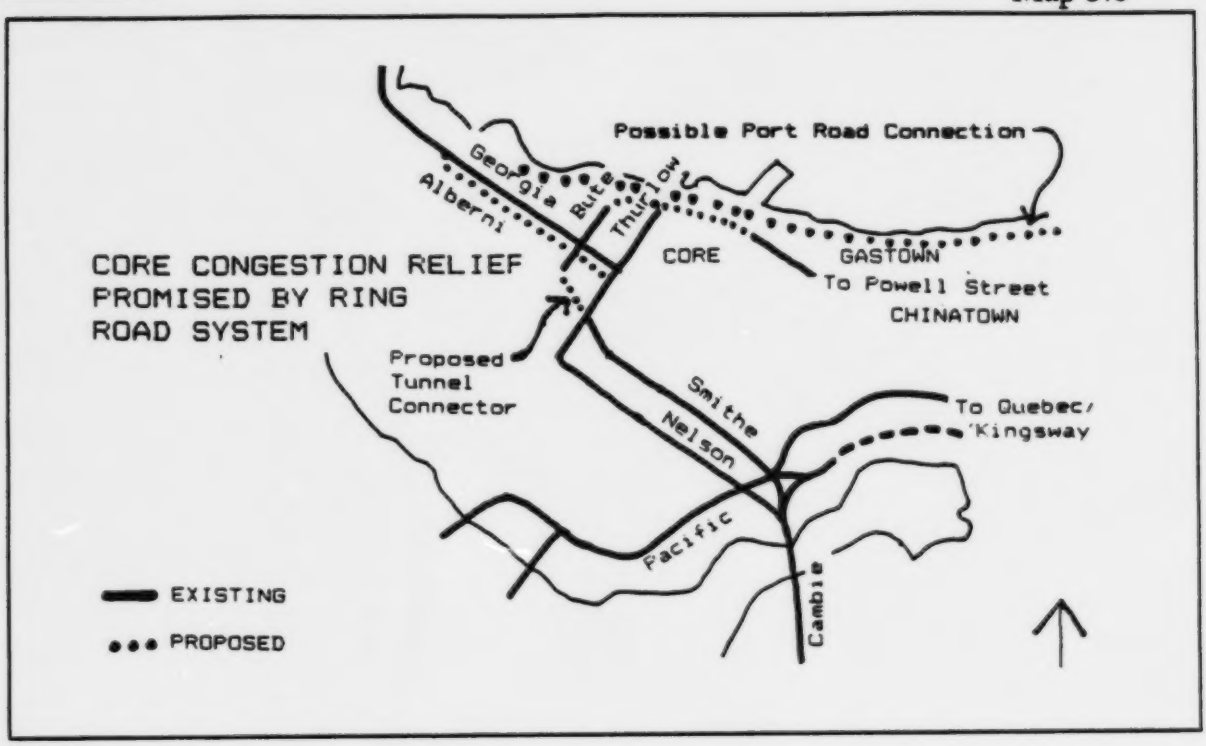


Map 3.0


Possible Port Road Connection
Georgia
Alberni
Burrard
Thurlow
CORE
GASTOWN
To Powell Street
CHINATOWN
CORE CONGESTION RELIEF
PROMISED BY RING
ROAD SYSTEM
Proposed
Tunnel
Connector
Smithe
Nelson
To Quebec/
Kingsway
Pacific
Cambie
EXISTING
PROPOSED

Map 3.1

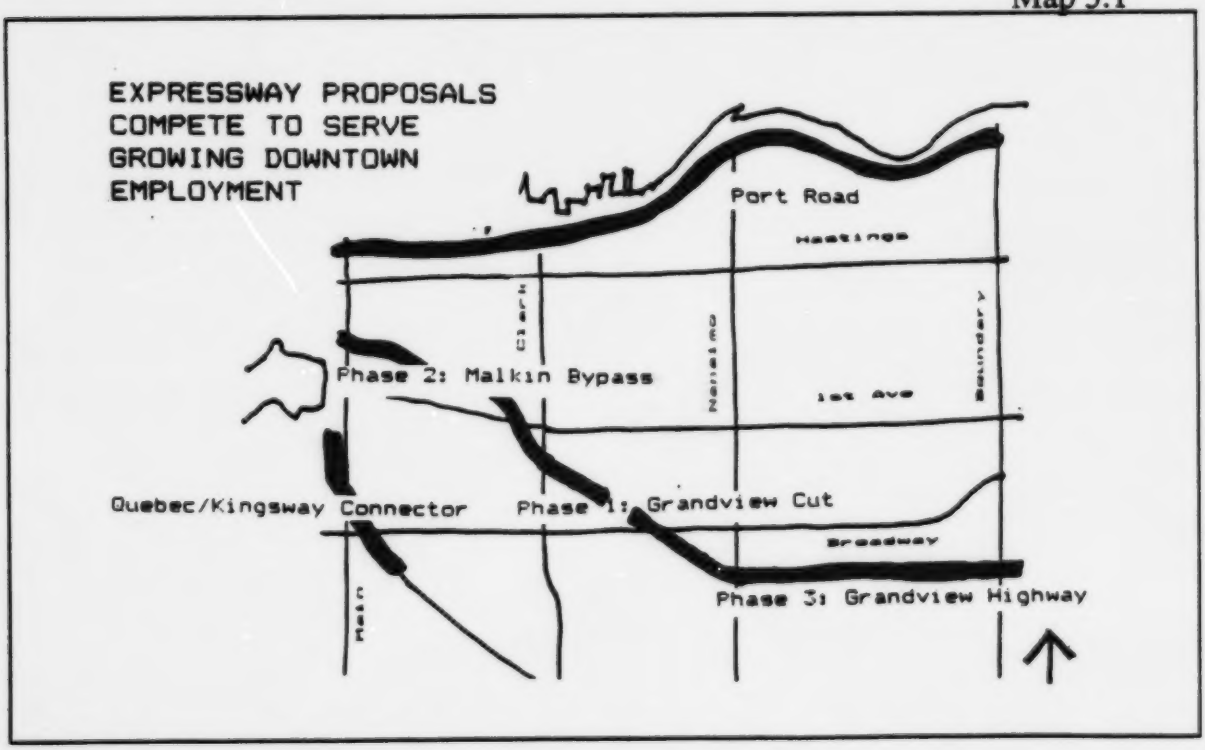

EXPRESSWAY PROPOSALS
COMPETE TO SERVE
GROWING DOWNTOWN
EMPLOYMENT
Port Road
Hastings
Clark
Nanaimo
Boundary
1st Ave
Phase 2: Malkin Bypass
Quebec/Kingsway Connector
Phase 1: Grandview Cut
Broadway
Main
Phase 3: Grandview Highway

Figure 3.2

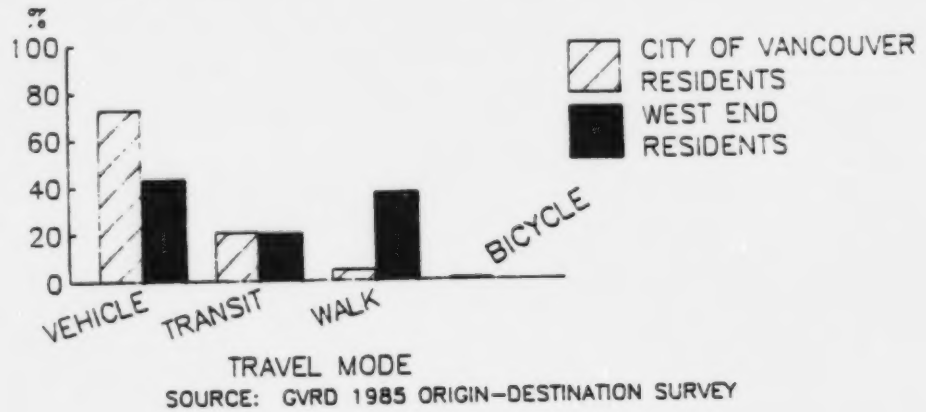
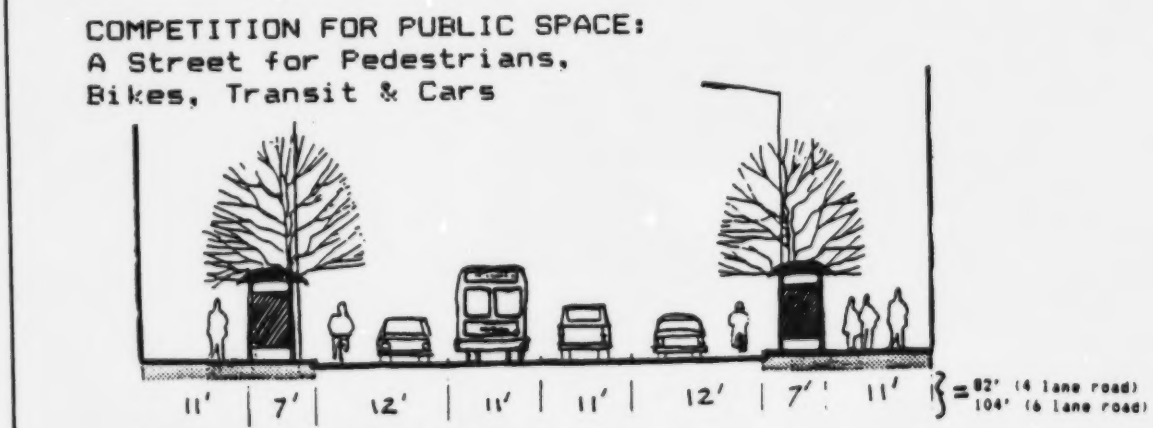


Figure 3.3



...Versus Existing Rights-of-way

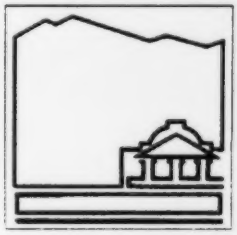
Street	#Lanes	R.O.W.
Robson	4	66-73′
Davie	4	66′
Georgia	6	99′
Hastings	4-6	66-99′
Broadway	6	99′
Granville	4	80′

TRANSPORTATION

SOME OTHER THINGS AT STAKE:

- o Parking
- o Bicycle routes downtown: for commuters, for courier service, and for recreation.

YOUR COMMENTS:



URBAN ENVIRONMENT

Discovering Core to Coasts

URBAN ENVIRONMENT

A goal of the mid-1970s was to create "people places", a pedestrian downtown with a range of activities to enliven the streets and with attractive, human-scale buildings to enhance the setting. Much attention has been given to ensuring that major new buildings are neighbourly, livable, and an asset to their surroundings. Retail -- considered a key to creating interesting pedestrian places -- has been required or encouraged along many downtown streets.

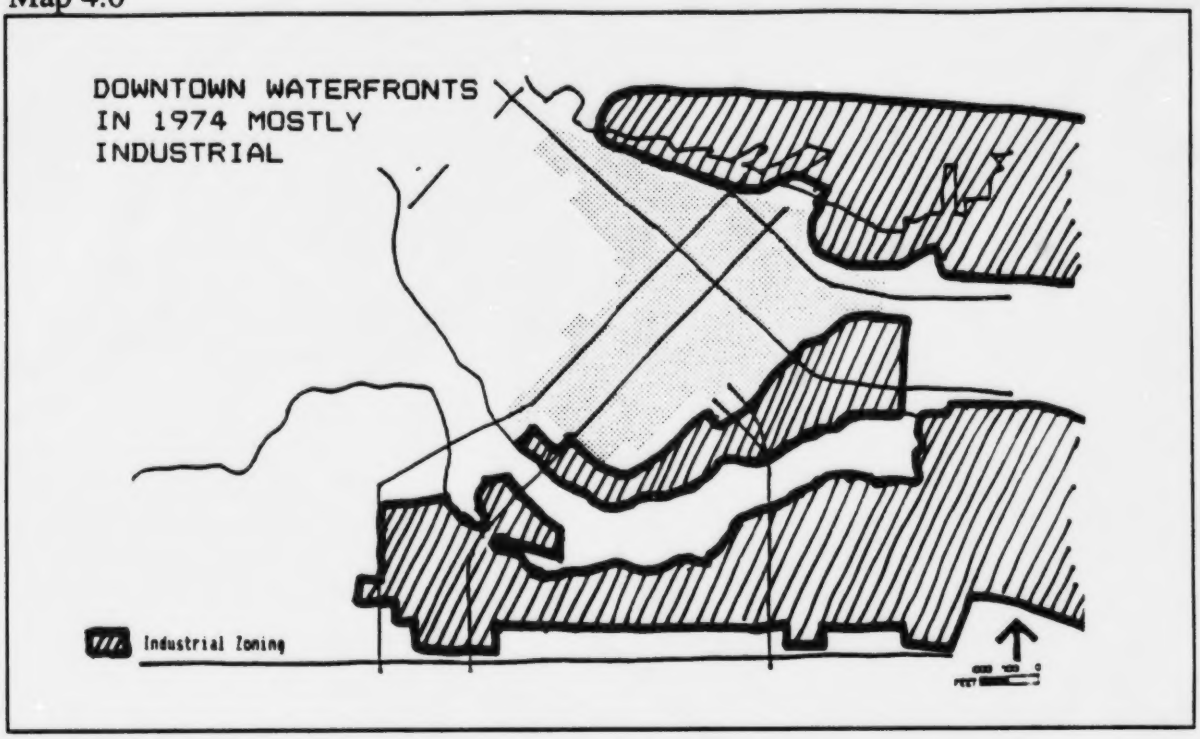
Today the urban environment is even more important than it was a decade and a half ago. A high quality environment gives the city its image, attracting tourism and investment. But private property changes are only half solutions. In the face of an increasing density of traffic and people, public improvements are essential to create a livable downtown for employees, shoppers, visitors, and residents alike.

Expo 86 brought more sophisticated public expectations for street life, activity, and amenity. Compared to the Expo ambiance, many of the downtown's public environments seem mundane, even where private development flourishes. Many sidewalks like those on Robson Street are in bad repair. Many streets have no trees or landscaping. There are very few special sidewalk treatments. Major public spaces like Court House Square and the Queen Elizabeth Theatre plaza do not measure up to today's expectations and, in any event, are few and far between.

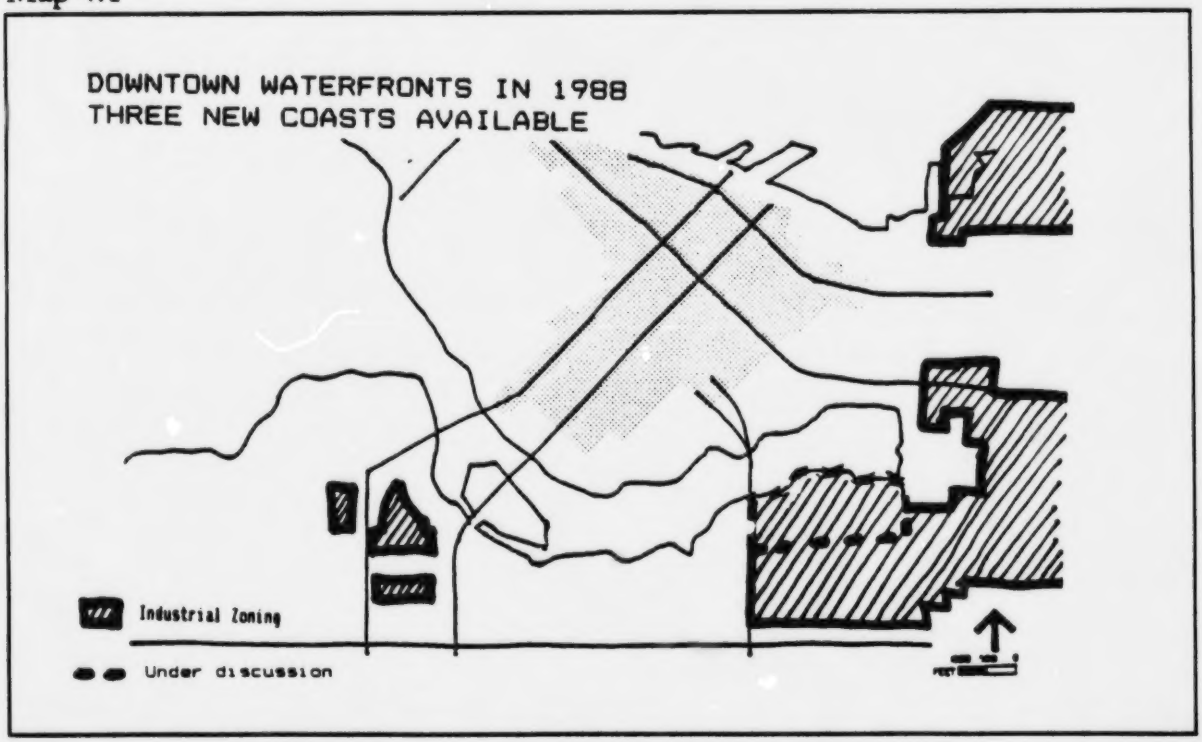
Today's downtown is expanding beyond the traditional core. New destinations are opening on waterfronts that were formerly industrial. This offers the opportunity for magnificent places and spaces, as well as the challenge to solidly connect the core of downtown to our coasts. Picture a network of well-linked, well-designed pedestrian ways, providing safe and interesting public access from the core and surrounding neighbourhoods to meaningful public destinations, especially along the waterfronts.

The public environment is more than sidewalk beautification and office plazas. It is a diversity of public spaces, to accommodate large gatherings, quiet relaxation, and the gamut in-between. What types of public improvements will most enhance downtown's areas and make our important streets and open spaces vital, attractive, and usable? What activities will contribute street life even in areas where retail is not strong? What changes can we make to ensure that many owners and many decision-makers cooperate to achieve the desired results? Who and how will we pay for these improvements?

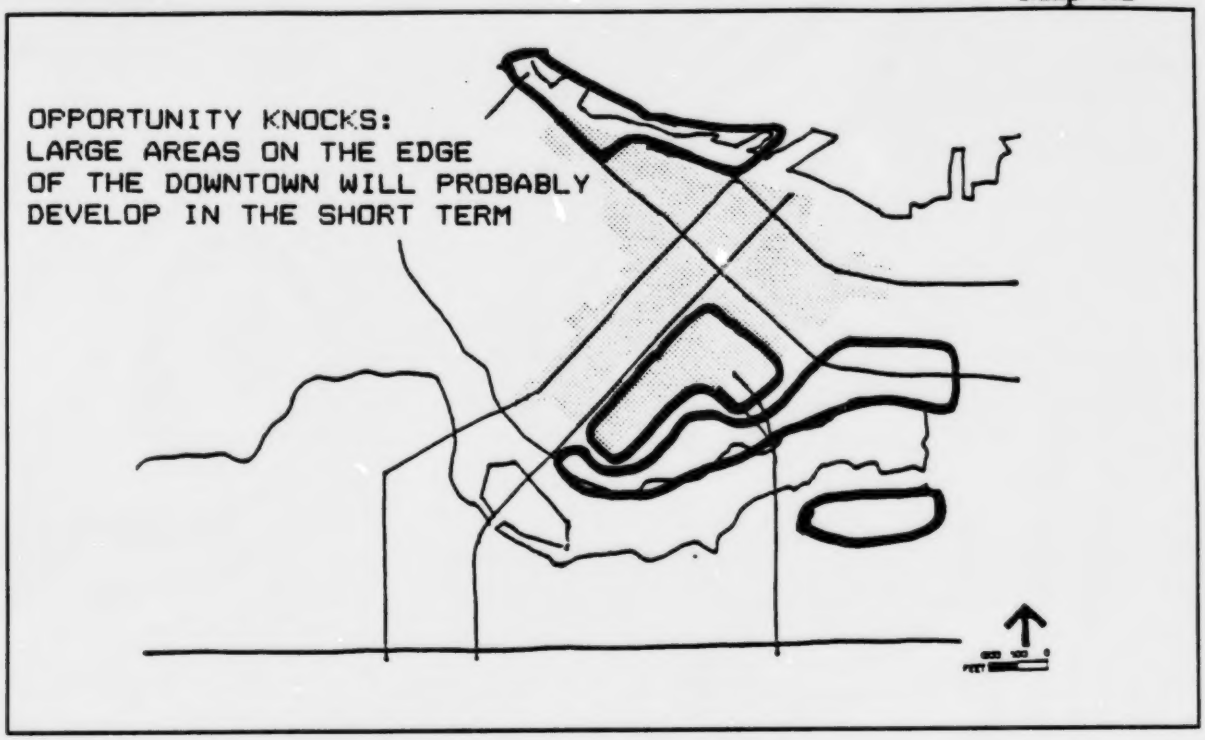
Map 4.0


DOWNTOWN WATERFRONTS
IN 1974 MOSTLY
INDUSTRIAL
Industrial Zoning

Map 4.1


DOWNTOWN WATERFRONTS IN 1988
THREE NEW COASTS AVAILABLE
Industrial Zoning
Under discussion

Map 4.2


OPPORTUNITY KNOCKS:
LARGE AREAS ON THE EDGE
OF THE DOWNTOWN WILL PROBABLY
DEVELOP IN THE SHORT TERM

Map 4.3

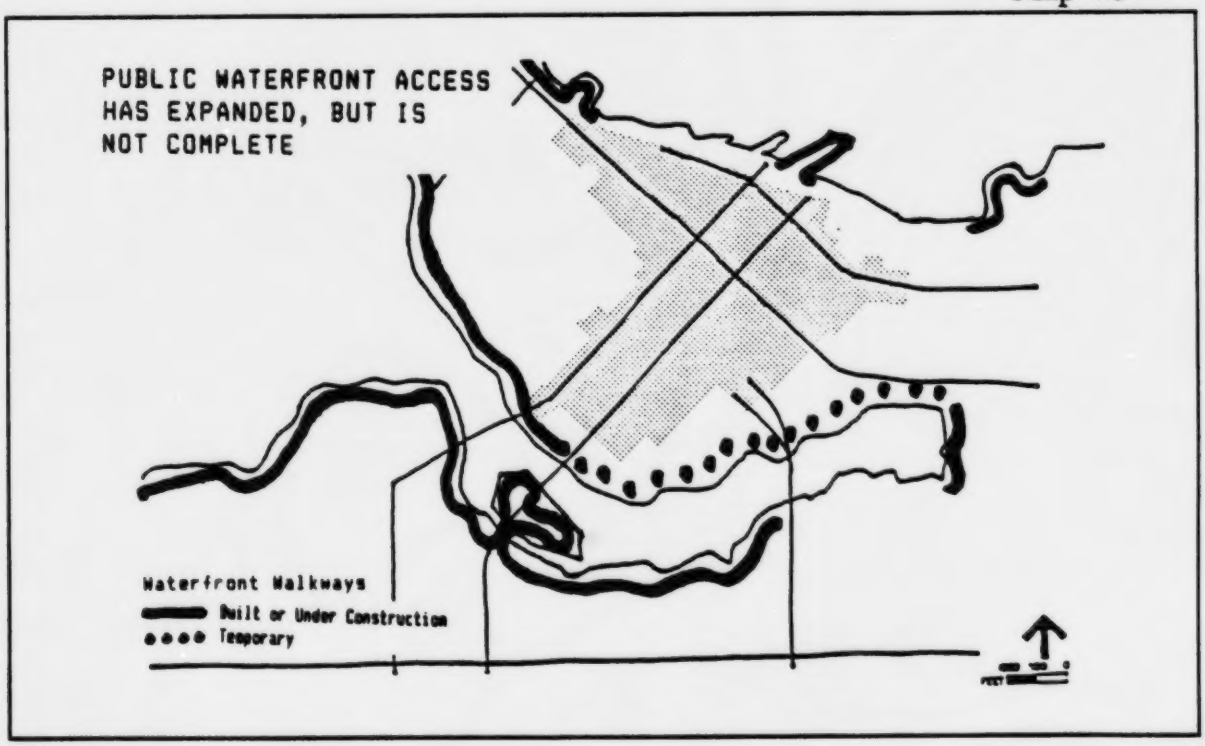

PUBLIC WATERFRONT ACCESS
HAS EXPANDED, BUT IS
NOT COMPLETE
Waterfront Walkways
Built or Under Construction
Temporary

Figure 4.0

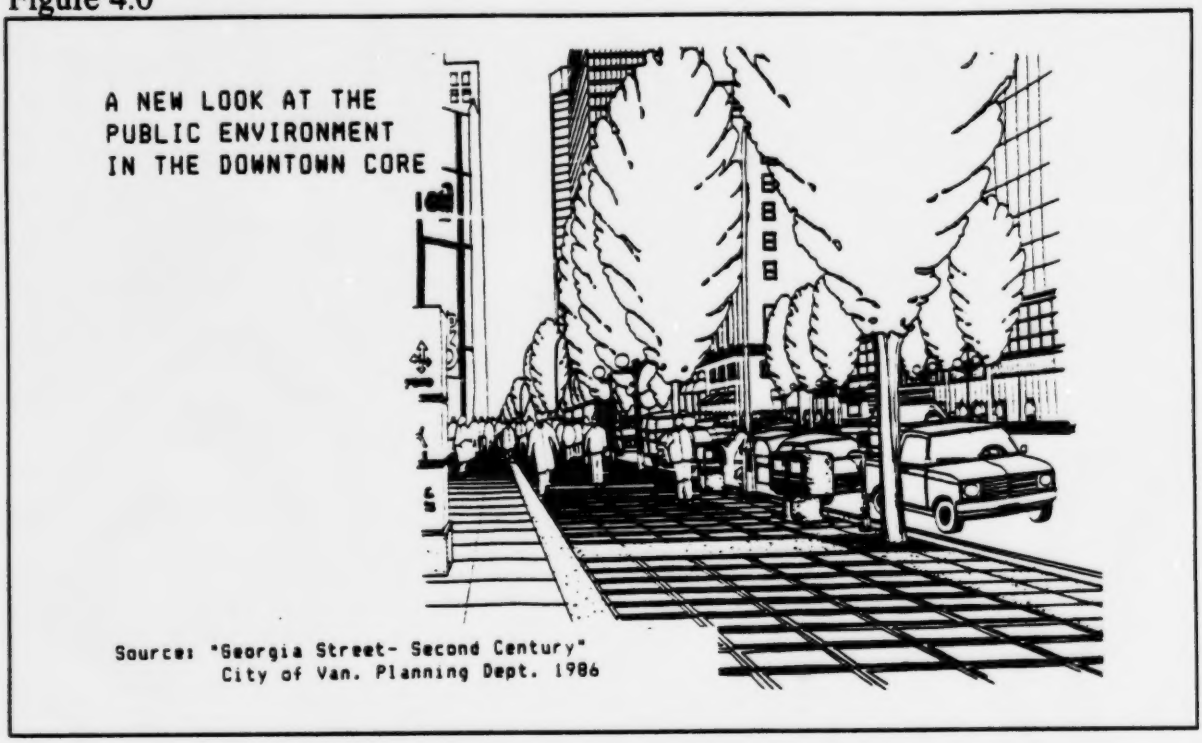
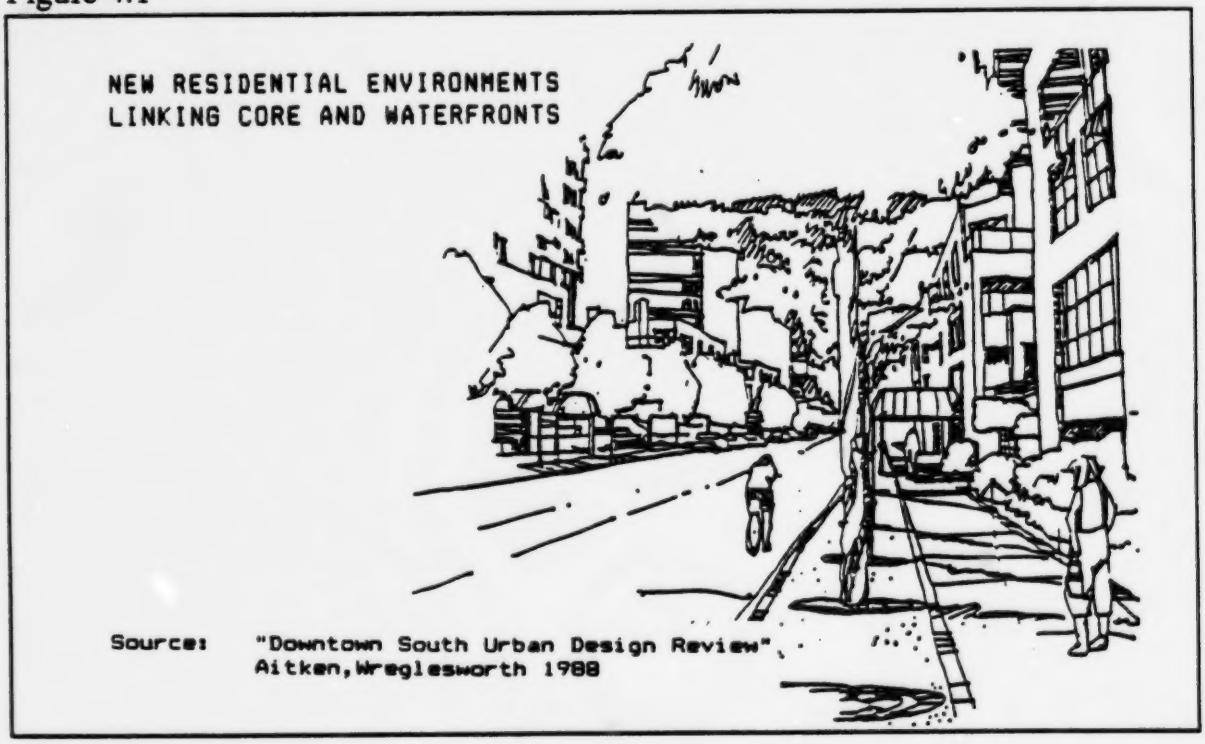

A NEW LOOK AT THE
PUBLIC ENVIRONMENT
IN THE DOWNTOWN CORE
Source: "Georgia Street- Second Century"
City of Van. Planning Dept. 1986

Figure 4.1



URBAN ENVIRONMENT

SOME OTHER THINGS AT STAKE:

- o Heritage
- o Views
- o The social environment:
  - Cultural institutions: fragility of support; increasing social diversity of audiences; need for institutions suitable for a growing city.
  - Special needs: supports for low income and at-risk groups.
  - The Food Bank.

YOUR COMMENTS:

YOUR NOTES

Please use these pages to add issues not included in the previous four sections.

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ABOUT THE KEYNOTE SPEAKER

David Ley (B.C. Oxford, Ph.D. Pennsylvania State) is Professor of Geography and Acting Head of the Department at the University of British Columbia where has has been employed since 1972. His research and teaching are in the field of urban geography. His research emphasizes processes of change in Canadian downtowns and inner city neighbourhoods, including the office sector and gentrification. He is the author of over fifty articles and a number of books, including A Social Geography of the City.

The following are some of his published papers and reports:

Ley, D. and Mills, C., 1988. "Social implications of economic restructuring: labour markets, housing markets and the changing family in Canada's service economy" in R. Hayter and P. Wilde (eds.) Industrial Transformation and Challenge in Australia and Canada. Ottawa: Carleton Univ. Press (in press).

Ley, D. and Hutton, T., 1987. "Vancouver's corporate complex and producer services sector: linkages and divergence within a provincial staples economy" Regional Studies Vol. 21 (in press), 413-24.

Cybriwsky, R., D. Ley, J. Western, 1986. "The Political and Social Construction of Revitalized Neighborhoods: Society Hill, Philadelphia, and False Creek, Vancouver," in N. Smith and P. Williams (eds.), Gentrification of the City. London and Boston: Allen and Unwin, 92-120.

Ley, D., 1985. "Downtown or the Suburbs? A Comparative Study of Head Office Location in Vancouver," Canadian Geographer, Vol. 29, 30-43.

Ley, D. and T. Hutton, 1984. "Office Location and Public Policy in a Post-Industrial City: The Case of Greater Vancouver," Proceedings, Anglo-Canadian Symposium in Industrial Geography, University of Calgary, pp. 138-152.

Ley, D., 1981, "Inner city revitalization in Canada: a Vancouver case study" Canadian Geographer 25, 124-48.

Ley, D., 1975. "The social effects of urban freeways," Proceedings Twelfth Highway Environment Conference, pp. 98-108, Vancouver, B.C., 1975.

Ley, D., 1985. Gentrification in Canadian Inner Cities: Patterns, Analysis, Impacts and Policy. Ottawa: CMHC. 211 pp.

LIST OF SYMPOSIUM PARTICIPANTS

127 Society
411 Seniors Centre
AIDS Vancouver
Architectural Institute of B.C.
Art in Public Places Subcommittee
Artists for a Creative Environment
Arts & Sciences Centre
Asia-Pacific Initiative Advisory Committee
B.C. Coalition of the Disabled
B.C. Housing Management Commission
B.C. Ministry of Social Services & Housing
B.C. Pavilion Corporation
B.C. Society of Landscape Architects
B.C. Transit
BCIT - Downtown Education Centre
Building Owners & Managers Association
Business Council of B.C.
Business Development & Strategic Planning, CP Rail
Canada Employment & Immigration Commission
Canada Mortgage & Housing Corporation
Canadian Institute of the Arts for Young Audiences
Canadian National
Carnegie Community Centre Association
Chinatown Historic Area Planning Committee
Chinese Benevolent Association
Chinese Cultural Centre Society
City Engineer
City Manager
Clarkson Gordon Chartered Accountants
Communications Canada
Community Arts Council
Consulting Engineers of B.C.
Department of Regional & Industrial Expansion
District Parents Representative Group, Central Area
Downtown Community Health Clinic
Downtown Eastside Economic Development Society
Downtown Eastside Residents Association
Downtown Eastside Women's Centre
Downtown Eastside Youth Activities Society
Downtown Granville Business Association
Downtown Parking Corporation Ltd.
Downtown Vancouver Association
Fairview Heights Citizen's Planning Committee
Fairview Slopes Association
False Creek Community Association
First United Housing Society
Forum for Planning Action
Gastown Historic Area Planning Committee
Gastown Merchants Association
Gordon Neighbourhood House
Granville Island Businessmen's Association
Greater Vancouver Development Services
Greater Vancouver Mental Health Services
Hong Kong Bank of Canada
IBI Group (on behalf of B.N.R.)
International Longshoremen & Warehousemen's Union
MOSAIC
Mayor's Small Business Council
Mount Pleasant Citizens' Planning Committee
Noramco Financial
Planning Committee for Artoplis
Planning Institute of B.C.

Real Estate Board of Greater Vancouver
Rental Housing Council of B.C.
Residential Tenancy Branch
SFU-Harbour Centre
SUCCESS
Salvation Army
Secretary of State
St. Paul's Hospital
Strathcona Community Centre Association
Strathcona Property Owners & Tenants Association
Tenants Rights Coalition
Tourism Vancouver
Urban Development Institute
Urbanarium Society
VanCity Credit Union
Vancouver Art Gallery
Vancouver Board of Trade
Vancouver Board of Parks & Recreation
Vancouver Chinatown Merchants Association
Vancouver Civic Theatres
Vancouver Cultural Alliance
Vancouver District Labour Council
Vancouver Economic Development Office
Vancouver Fire Department
Vancouver General Hospital
Vancouver Health Department
Vancouver Hotel Association
Vancouver Indian Centre
Vancouver International Airport
Vancouver Museum
Vancouver Non-Revenue Housing, Civic Buildings Dept.
Vancouver Police Department
Vancouver Port Corporation
Vancouver Professional Threatre Alliance
Vancouver Public Library
Vancouver School Board
Vancouver Social Planning Department
Vancouver Transportation Club
Vancouver Urban Core Community Workers' Association
Vancouver Vocational Institute
West End Residents Association
West End Seniors
Western Management Consultants
YMCA
YWCA

This briefing paper was prepared by the **Vancouver Planning Department**

R.J. Spaxman, Director of Planning

Larry B. Beasley, Associate Director - Central Area Division
Ronda Howard, Senior Planner
Jim Lehto, Planner
Millie Chu, Planning Assistant
Ben McAfee, Planning Assistant

With the participation of the **Vancouver City Planning Commission**

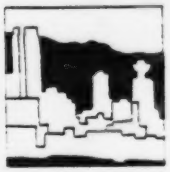
Kerry-Lynne D. Ferris, Chairman
Joyce Catliff, Executive Co-ordinator

Central Area Committee:

Alan Herbert
Nancy McKinstry
Peter Ross

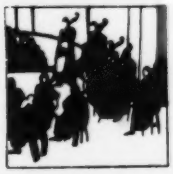
THE CRITERIA FOR MANAGING CHANGE

In 1979, after a survey of over 6000 Vancouverites, the Vancouver City Planning Commision produced The Goals for Vancouver. These goals were reconfirmed with further public participation in a 1986 up-date. No synopsis can do justice to the entire set of goals, but the most fundamental qualities which Vancouverites seek in their city can be summarized as eight criteria for change. In addition to providing a perspective for managing change, these criteria serve as a general checklist for assessing the desirability of any plan, policy, or project affecting Vancouver.



1. PROSPERITY

Change should encourage a thriving metropolitan centre within an economically strong region.



2. VITALITY

Change should enrich and diversify the opportunities for all to enjoy and learn from urban life.

3. EFFICIENCY

The city should work well. Public benefits should always exceed public costs.

4. EQUITY

The benefits and costs of change should be fairly and humanely distrubuted among segments of the population; in paticular, change should improve the lot of those already disadvantaged, not worsen it.

5. BEAUTY

Change should occur with high regard for Vancouver's natural setting and for the city's built form and character.

6. SECURITY

Change should result in increased levels of safety, comfort, and confidence in the urban environment.

7. HEALTH

Change should produce an environment conducive to high standards of physical and mental well-being.

8. OPENNESS

The process of deciding about change should be considerate of all those affected by change.

EXCERPTED AND ADAPTED FROM THE VANCOUVER PLAN 1986